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Report of the Economic and Social Council

Programme budget for the biennium 2008-2009

Financing of the core diplomatic training activities of the United Nations Institute for Training and Research

Report of the Secretary-General*

Summary

The present report is submitted in response to resolution E/2008/35, in which the Economic and Social Council requested the Secretary-General to submit a report on the issue of financing the core diplomatic training activities of the United Nations Institute for Training and Research (UNITAR).

UNITAR was established for the purpose of enhancing the effectiveness of the United Nations in achieving the major objectives of the Organization, in particular the maintenance of peace and security and the promotion of economic and social development, by carrying out training and research. The focus of the activities of UNITAR is to provide training at various levels, particularly to persons from developing countries, including the provision of core diplomatic training to diplomats at major United Nations locations so that they can perform effectively in a multilateral context. However, core diplomatic training has been chronically underfunded for the past two decades owing to the progressive decline in voluntary (non-earmarked) contributions to the Institute. In paragraph 4 of the aforementioned resolution, the Council noted with concern that a lack of voluntary contributions could lead to a cessation of this service, which is particularly important for the training of delegates from developing and least developed countries.

* The issuance of the report was delayed owing to the need for extensive consultation.

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The present report provides information on the financial situation of UNITAR in respect of core diplomatic training, the cost-effectiveness of core diplomatic training, the demand for it by Member States and the impact of a reduction in or cessation of such training would have on the overall performance of diplomats, in particular those from developing and least developed countries, in carrying out their duties. In order to maintain the current level of core diplomatic training activities, the General Assembly may wish to consider providing UNITAR with an annual subvention of $600,000, or half of the $1,200,000 annual cost of core diplomatic training, in the context of the proposed programme budget for the biennium 2010-2011.

I. Introduction

1. The present report provides financial information on the United Nations Institute for Training and Research (UNITAR) core diplomatic training, as requested in paragraph 6 of the Economic and Social Council resolution E/2008/35. In accordance with paragraph 2 of article II of the UNITAR statute, core diplomatic training is a distinctive function of the Institute and covers training in international cooperation and multilateral diplomacy for diplomats working in national services related to the work of the United Nations. Core diplomatic training is aimed at enhancing understanding of the United Nations system and its organs and procedures, strengthening skills relevant to conferences and negotiations and supporting efforts to build a more effective multilateral system.

2. For the past two decades, core diplomatic training has been chronically underfunded owing to the progressive decline in voluntary (non-earmarked) contributions to the Institute. In its resolution E/2008/35, paragraph 4, the Economic and Social Council noted with concern "that a lack of voluntary contributions could lead to a cessation of this service which is particularly important for the training of delegates from developing and least developed countries".

II. Reform at the United Nations Institute for Training and Research

3. Under its new leadership, the Institute has pursued a strategic reform process with the aim of becoming a centre of excellence in standard-setting training methodologies, high-quality training and research capacity on knowledge systems. Guided by broader reform efforts, such as the recommendations of the High-Level Panel on System-wide Coherence, which calls on United Nations organizations to commit to reform, the Institute has conceived and implemented procedures to measure performance by outcomes, to ensure that means are adequate to deliver on its mandate, to clarify lines of responsibility and authority, to strengthen accountability and to actively instil better business practices in its daily operations and longer-term vision.

4. In November 2007, UNITAR submitted to the Advisory Committee on Administrative and Budgetary Questions a revised budget format using the standard results-based budgeting framework. From January 2009, UNITAR budget and financial information will be accessible online in real time for all members of its Board of Trustees. The Institute is excelling in programme expansion and has doubled its income in the last five years, as shown in table 1. The budget for the current biennium is projected to be 28 per cent more than the actual expenditures of the prior period. Ninety-three per cent of the current budget is expected to be secured through special-purpose grants. From a financial perspective, the Institute's ability to deliver on its mandate is positive, with the exception of core diplomatic training, for the reasons explained in section III below.

5. Table 1 highlights the progress made by the Institute over the last four bienniums in increasing contributions for earmarked purposes.

Table 1
Funding sources for the Institute overall
(United States dollars)

Sources of income	*2002-2003 Actual*	*2004-2005 Actual*	*2006-2007 Actual*	*2008-2009 Estimate*
Voluntary contributions: earmarked special-purpose grants	15 411 696	27 530 573	24 281 910	30 055 067
Voluntary contributions: non-earmarked	580 906	889 454	864 411	850 000
United Nations regular budget			242 400[a]	
Funding from new partners				3 500 000
Interest and other miscellaneous income	609 939	715 528	1 944 106	700 000
Total	**16 602 541**	**29 135 555**	**27 332 827**	**35 105 067**

[a] In resolution 60/248, sect. XII, the General Assembly decided to provide this amount for rental, maintenance and other administrative costs associated with conducting the core training programme for 2006-2007.

6. The organizational structure of the Institute has also undergone a rationalization process in order to ensure proper lines of responsibility and accountability through a more vertical structure, with regular performance evaluations and systematic reviews of job descriptions. Further, UNITAR productivity is enhanced by its lean operations, the ratio of Professional to administrative staff being 3 to 1. The geographic imbalances in staffing have been reversed in the last year, with six out of eight recruits coming from developing countries. UNITAR has one of the youngest staffs in the United Nations system, with an average age of 40 years, while the United Nations average age is 45.

7. In terms of accountability, in the last year UNITAR succeeded in addressing all outstanding recommendations of the Board of Auditors except one.[1] Further, in line with the principle of greater transparency within the Institute's administration, all audit reports are now available to the members of the UNITAR Board of Trustees. As an example of better business practices, the Institute aims to become the leading United Nations organization on carbon neutrality and sustainable procurement, and has created a working group to address this important issue.

8. These reforms are indicative of a number of recent changes within the Institute and are guided by the UNITAR Board of Trustees.

[1] See *Official Records of the General Assembly, Sixty-third Session, Supplement No. 5D* (A/63/5/Add.4).

III. Core diplomatic training

A. Assessment of the cost-effectiveness of core diplomatic training

9. As reflected in document E/2008/72, all Member States have access to and may benefit equally from core diplomatic training. In its resolution E/2008/35, sixth preambular paragraph, the Economic and Social Council stressed that the "core diplomatic training offered by the Institute is a service accessible to diplomats of the entire membership of the United Nations and strengthens capacities of diplomats to perform their multilateral duties". In quantitative terms, given the high output in number of activities and beneficiaries, core diplomatic training is highly cost-effective, with an average cost per participant per day of approximately $150.[2] In qualitative terms, no other entity offers comprehensive training on the United Nations, by the United Nations and for United Nations Member States. No other United Nations institute has a training mandate that focuses on Member States and the full range of topics addressed by UNITAR.

10. While some private institutions and universities may provide similar curricula, such as introductory courses on the United Nations system and international law, the Institute's core diplomatic training activities are unique for the following reasons. Few have the same level of involvement of experienced United Nations staff, high-level diplomats and facilitators with insight into the United Nations system. These are experts who not only facilitate such courses but also play an instrumental role in shaping the work programmes. Further, given the audience, the methodology of UNITAR courses is influenced by the multilateral setting, involving peer-to-peer learning and exchange within a global body of diplomats. In addition, as diplomats are faced with time constraints, UNITAR courses are highly accessible: they are held at United Nations locations and fitted, to the extent possible, into the calendar of official United Nations meetings, and registration procedures are kept to a minimum. In addition, many courses are tailored to meet the needs of delegates who must cover a number of issue areas at once. The objective is therefore to provide a rapid overview and more detailed knowledge of the technicalities related to various organs and issue areas.

B. Assessing demand for core diplomatic training

11. There is a steady increase in demand for core diplomatic training. Table 2 and the annex reflect the growing number of participants in core diplomatic training activities and give evidence of continued and increasing demand over the last five years. The Institute tries to accommodate, to the extent possible, this increasing demand with additional course offerings. However, while workshops and seminars can usually accommodate all interested participants, several courses are consistently attracting more participants than places available. This is the case particularly for skills-based courses such as those on negotiation, chairing and public speaking, where participation is limited due to the highly interactive nature of the courses. In fact, in the past biennium, close to 50 per cent of diplomats registering for some such courses were unable to participate because of the limited space available.

[2] Figure calculated based on 2006-2007 biennium statistics in table 2.

Table 2
Overview of core diplomatic training courses, 2004-2007

Number of participants	*2004*	*2005*	*2006*	*2007*
New York	1 143	1 054	1 760	1 822
Geneva	227	303	268	268
Nairobi	—	10	42	27
Vienna	66	17	103	89
Regional commissions		25	97	160
E-learning		—	201	—
Total	**1 436**	**1 409**	**2 471**	**2 366**

Number of activities	*2004*	*2005*	*2006*	*2007*
New York	21	23	31	34
Geneva	13	17	19	19
Nairobi	—	1	2	1
Vienna	3	1	4	3
Regional commissions	—	1	4	6
E-learning	—	—	1	—
Total	**37**	**43**	**61**	**63**

Number of training days	*2004*	*2005*	*2006*	*2007*
New York	30	45	54	63
Geneva	18	53	61	60
Nairobi	—	2	4	2
Vienna	6	2	8	7
Regional commissions	—	10	9	11
E-learning	—	—	30	—
Total	**54**	**112**	**166**	**143**

12. Beyond the interest in the courses offered, numerous Member States have approached the Institute with requests for tailored training at the country level. In the biennium 2006-2007, more than 30 countries directed requests to the Institute for training courses in multilateral diplomacy, attesting to the quality of the Institute's courses and the demand for such training.

13. The feedback from participants, systematically obtained through evaluation questionnaires after each training course, indicate that 96 per cent of respondents considered the courses of great relevance for diplomats' daily duties, and 98 per cent confirmed that they would recommend the course attended to their colleagues.

14. Moreover, in paragraph 6 of its resolution 60/213, the General Assembly encouraged the UNITAR Board of Trustees to consider "diversifying further the venues of the events organized by the Institute and to include among those venues the cities hosting regional commissions". This call by Member States further underlines the demand for quality training by the Institute. However, because of funding constraints, UNITAR has not been able to significantly increase activities in the cities hosting regional commissions.

C. Financial situation of core diplomatic training

15. As outlined in my report to the Economic and Social Council (E/2008/72), the overall financial situation of the Institute is solid, thanks to an increase in funding for earmarked projects and special-purpose grants. The critical financial situation of core diplomatic training, however, is in sharp contrast to the overall financial performance of the Institute, as the continued demand for this service cannot be met through existing sources of revenue. Despite the constant demand for core diplomatic training, the Institute is consistently unable to secure sufficient funds to offer this service, as fewer Member States contribute to it through non-earmarked contributions, and few private donors support activities targeted towards this unique beneficiary base.

D. Costs of core diplomatic training

16. The total projected cost of core diplomatic training for the biennium 2008-2009 is $2,400,000. The budget for core diplomatic training has increased by almost $400,000, or 20 per cent, between the last biennium and the current one. This increase has resulted mainly from the expected increase in 2008-2009 in activities to fully implement resolution 60/213, mentioned in paragraph 14 above. However, this will be possible only if funding is secured.

17. Table 3 shows the breakdown of expenditure for core diplomatic training over previous bienniums and the current one. The Institute also benefits from in kind contributions by partner organizations, other United Nations entities or individuals in the form of donated time, conference facilities or travel costs.

Table 3
Breakdown of expenditure for core diplomatic training for previous and current bienniums
(United States dollars)

	2002-2003 Actual	*2004-2005 Actual*	*2006-2007[a] Actual*	*2008-2009 Estimate*
Salaries[b]	709 778	737 062	1 128 052	1 460 000
Rent and maintenance	64 782	129 267	154 811	160 000
Operating costs and communications	42 925	43 592	56 369	55 000
Supplies and equipment	19 399	15 451	27 905	25 000
Direct activity costs[c]	279 711	322 512	576 712	660 000
Programme support costs (for special purpose grants)[d]	35 456	38 629	63 115	40 000
Total	**1 152 051**	**1 286 513**	**2 006 964**	**2 400 000**

[a] The significant increase in the budget from 2004-2005 to 2006-2007 was due to a decision by UNITAR, approved by the Board of Trustees, to increase activities with funds available from programme support costs.

[b] Salary costs are those costs required to oversee and coordinate the development, implementation and reporting of core diplomatic training activities at major United Nations locations. Costs also include in-house trainers contributing to the development and delivery of training activities, and other personnel who liaise with external resource persons and beneficiaries on a regular basis throughout the year.

[c] Direct activity costs include staff travel, conference costs, travel of participants, interpretation, consultancy fees and travel and any other costs directly associated with the activities.

[d] All core diplomatic training activities funded by special-purpose grants are subject to programme support costs.

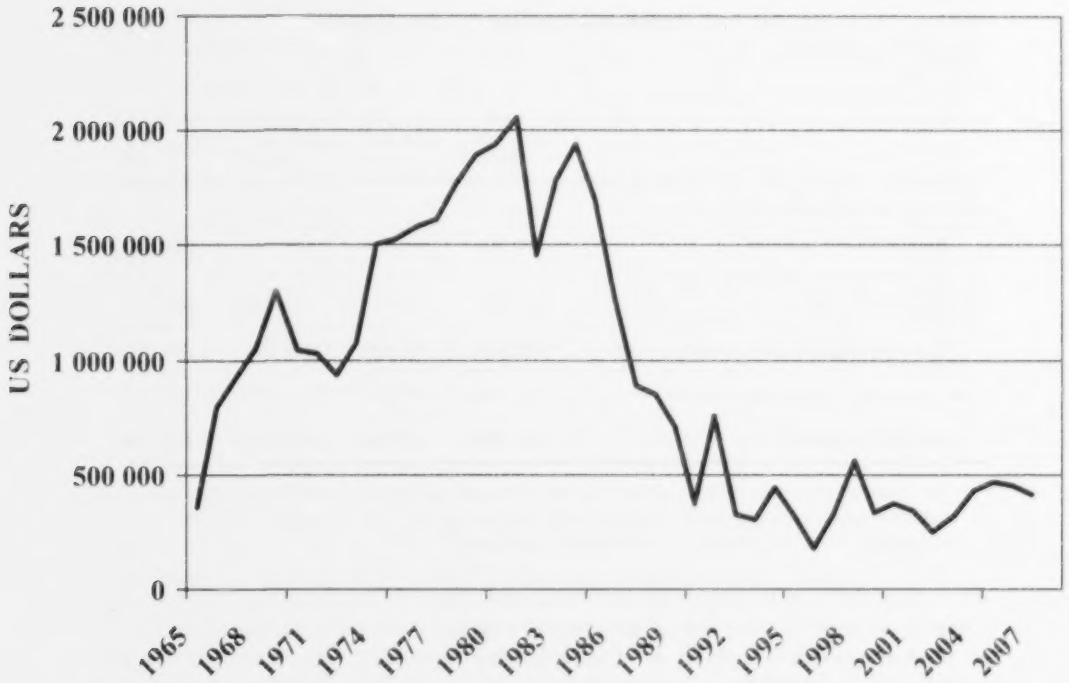
18. Core diplomatic training costs cover the development, organization, delivery and evaluation of practice-oriented training on United Nations affairs, international cooperation and multilateral diplomacy for diplomats of Member States. These activities take place on a regular basis at United Nations Headquarters in New York; at the United Nations Offices at Geneva, Nairobi and Vienna; and, as from 2006 and in response to paragraph 6 of General Assembly resolution 60/213, in the cities hosting the United Nations regional commissions. In 2006-2007, more than 4,000 diplomats from 186 countries participated in core diplomatic training activities, representing 97 per cent of the United Nations membership. Of the 186 beneficiary countries, 60 per cent are developing countries and 40 per cent developed countries. The annex to the present report provides details on the training events and the number of classes and participants for 2006 and 2007.

E. Funding sources for core diplomatic training

19. In previous years, core diplomatic training was funded through voluntary, non-earmarked contributions, past levels of which are shown in figure I. In recent bienniums, since the decline in voluntary contributions, the Institute has pursued other funding sources to meet core diplomatic training costs. This is in line with

recommendations by the Board of Auditors to improve the level of voluntary contributions through enhanced fund-raising in a number of ways, including through extensive interaction with and appeals to Member States over the years.[3]

Figure I
Trend in annual voluntary (non-earmarked) contributions since 1965



20. Table 4 shows that in 2002-2003 and 2006-2007 there was a shortfall of income over expenditure. Recognizing the importance of core diplomatic training to the diplomatic community, the Institute decided to maintain training activities and finance the shortfall through funds raised from programme support generated through special-purpose grants not related to core diplomatic training.

21. Additionally, in response to the request from the General Assembly in its resolution 59/276, section X, to report on the financial viability of UNITAR, the Secretary-General reported that, given the level of contributions to the General Fund in 2005, UNITAR could not absorb its rent and maintenance costs and at the same time maintain and/or expand its core training programme.[4] Hence, the Assembly provided a subvention to UNITAR amounting to $242,400,[5] which is equivalent to

[3] Over the years, most recently in its resolutions 56/208, 57/268, 58/223, 59/252, 60/213 and 62/210, the General Assembly has renewed the appeal to Governments, particularly those of developed countries, to provide voluntary contributions to the Institute.

[4] A/60/360, para. 17.

[5] Resolution 60/248, sect. XII, para. 2.

the estimated costs of the rental of office space for staff funded by the General Fund, including those working on the programme for international cooperation and multilateral diplomacy, as well as a related part of maintenance, shuttle, messenger and security and cleaning costs for the biennium 2006-2007.[6] A portion of such costs, which would have been borne by the General Fund, were released to be reprogrammed towards core diplomatic training activities.

Table 4
Sources of funding for core diplomatic training for previous and current bienniums
(United States dollars)

	2002-2003 Actual	*2004-2005 Actual*	*2006-2007 Actual*	*2008-2009 Budget*
Core diplomatic training income				
Voluntary contributions	580 906	889 454	864 411	600 000
Special-purpose grants for core diplomatic training	319 556	402 044	614 949	600 000
Total core diplomatic training income	**900 462**	**1 291 498**	**1 479 360**	**1 200 000**
Core diplomatic training expenditure	1 152 050	1 286 512	2 006 963	2 400 000
Shortfall (surplus)	**251 588**	**(4 986)**	**527 603**[a]	**1 200 000**

[a] The shortfall is partly offset by an amount equivalent to the costs of rental and maintenance and other administrative costs associated with conducting the core diplomatic training programme from the subvention mentioned in paragraph 21 above.

22. As outlined in the report of the Secretary-General to the Economic and Social Council (E/2008/72), the use of programme support costs from unrelated special-purpose grants to cover the costs of core diplomatic training will cease, which is a central part of the reform initiatives endorsed by the UNITAR Board of Trustees in May 2008 and is in line with the recommendations on strengthening accountability and adopting better business practices of the High-level Panel on System-wide Coherence.

23. For the current biennium, it is expected that 25 per cent ($600,000) of the estimated budget of $2,400,000 will be covered by voluntary contributions, and that the Institute will succeed in generating another 25 per cent through fund-raising for special-purpose grants for core diplomatic training activities. The projected shortfall will amount to $1,200,000 for 2008-2009, amounting to half of the budgeted costs for core diplomatic training. This projected shortfall may require the Institute to reduce core diplomatic training activities in 2008-2009 in order to align its activities with the total voluntary contributions received for the same period.

24. Table 5 shows the funding sources from the past biennium. It is important to highlight that only a small amount comes from Member States. Fund-raising for core diplomatic training from private and philanthropic sectors is challenged by the narrow focus of the core diplomatic training beneficiary, namely the United Nations

[6] A/60/360, para. 18.

diplomatic community. Nevertheless, ongoing consultations with current funders and intensive outreach efforts with new partners indicate that a similar amount will be generated for 2008-2009.

Table 5
Special-purpose grant donors and income 2006-2007 for core diplomatic training
(United States dollars)

Donor	*Income*
United Nations Population Fund	99 152
Olof Palmes Minnesfond, Sweden	42 375
Intel Corporation	281 822
MacArthur Foundation	86 000
Microsoft Limited UK	67 800
Switzerland	18 000
Sweden	11 800
Liechtenstein	8 000
Total	**614 949**

25. Table 6 shows the breakdown of the projected shortfall in resource requirements per annum to implement core diplomatic training activities in addition to the funds raised from other sources.

Table 6
Breakdown of shortfall in expenditures for which a subvention is sought
(United States dollars)

Salaries	280 000
Consultants' fees and travel	70 000
Staff travel[a]	70 000
Rent and maintenance	55 000
Operating costs	12 500
Communications	12 500
Supplies and equipment	10 000
Training material	20 000
Conference costs[b]	70 000
Total	**600 000**

[a] Costs incurred for staff travel associated with activities in cities hosting the regional commissions and those in Geneva and New York where inputs/expertise may be required from staff not based at the training venue.

[b] Costs include interpretation services for selected briefing activities in Geneva and New York, as well as other incidental conference-related costs. Participant travel costs are minimal since beneficiaries are based in the cities of the training venues.

26. Taking into consideration the importance of core diplomatic training activities for developing and least developed countries and the impact of their cessation, as detailed in paragraphs 28 and 29 below, the General Assembly may wish to consider an annual subvention of $600,000, or $1,200,000 per biennium, in the context of the proposed programme budget for the biennium 2010-2011, for UNITAR core diplomatic training.

27. In so doing, however, the General Assembly may wish to recall that the statute of UNITAR, in paragraph 2 of article VIII, "Finance", reaffirms that the expenses of the Institute shall be met from voluntary contributions made by Governments, intergovernmental organizations and foundations and other non-governmental sources, as well as from the income generated by the Reserve Fund. Further, as reflected in paragraph 3 of General Assembly resolution 47/227, the funding of the administrative budget and the training programmes of the Institute will be covered through voluntary contributions, donations, special-purpose grants and executing agency overheads. Accordingly, should a subvention be approved by the Assembly, which would constitute the basis for amending the statute of UNITAR, the General Assembly may request the Secretary-General to make the necessary amendments to the statute, in particular to paragraph 2 of article VIII. Such a request would, however, be without prejudice to the Secretary-General's authority to amend the statute of UNITAR in accordance with article XI.

F. Potential impact of cessation of core diplomatic training activities

28. Feedback from delegates in New York, Geneva and elsewhere has revealed that the vast majority of Permanent Missions do not have a budget for developing human resources capacities to perform effectively in the multilateral setting. Therefore, while the actual effects of UNITAR ceasing or reducing current core diplomatic training offerings are difficult to predict, diplomats — and particularly those from developing and least developed countries — would no longer receive the same level of training on the United Nations system should UNITAR cease or reduce the number of its current offerings. This could lead to the widening of the gap in negotiating capacity between developing and developed countries, a gap the Institute had contributed to reducing.

29. A reduction in or cessation of course offerings would contribute directly to an overall decrease in capacity-development and training activities in support of the management of international affairs, which would contradict the statement of the Economic and Social Council in its resolution E/2008/35, ninth preambular paragraph, that "training and capacity-development activities should be accorded a more visible and larger role in support of the management of international affairs", as well as General Assembly resolution 62/210, paragraph 3, in which the Assembly reaffirmed "the relevance of the Institute, in view of the growing importance of training and capacity development within the United Nations".

IV. Core diplomatic training and reform

30. The relationship between the financing of core diplomatic training and the broader reform efforts is twofold. On the one hand, it is no longer possible from an accounting perspective to use funds intended for other purposes to cover the

shortfall in funding for core diplomatic training activities. Despite the clear need for core diplomatic training, the Institute is no longer in a position to implement this activity without it paying for itself. As a service available to all and from which 97 per cent of countries benefited in recent years, sustaining this service goes beyond the support received from the private and philanthropic sectors and rests in the hands of Member States.

31. The second relationship is less obvious but more significant in the long run. Capacity development is widely recognized as an essential element of good governance. Knowledge and skills acquired through training generally improve the performance of States, as they do the performance of human beings. It is true that the direct impact of capacity development is difficult to quantify, as gauging changes in approach or behaviour may be linked to multiple variables. However, capacity development through training is an essential element in promoting good governance at all levels, including the multilateral level. Given the increasingly complex nature of the international system, not least the complexities tied to reform efforts within the United Nations context, core diplomatic training becomes all the more important, particularly as the United Nations strives to further increase the effectiveness of the multilateral system. In short, UNITAR core diplomacy training goes to the heart of management reform, ensuring that States can operate efficiently in the multilateral environment and that they are supported in doing so through targeted capacity development tools.

V. Recommendations

32. **The General Assembly may wish to consider providing UNITAR with an annual subvention of $600,000, as outlined above in the context of the proposed programme budget for the biennium 2010-2011, taking into account the concern expressed by the Economic and Social Council in its resolution E/2008/35 that a lack of voluntary contributions could lead to a cessation of this service, which is particularly important for the training of delegates from developing and least developed countries.**

33. **In this connection, the General Assembly may request the Secretary-General to amend, after consultation with the Board of Trustees of UNITAR, paragraph 2 of article VIII of the statute of UNITAR, to include a subvention from the regular budget.**

Annex

Core diplomatic training events

	2006		2007	
	Number of classes	*Number of participants*	*Number of classes*	*Number of participants*
Workshop on conference diplomacy	1	29	4	106
Information session on United Nations documentation	9	91	9	76
Workshop on negotiation skills	2	47	3	81
Workshop on United Nations rules of procedure	1	18	1	35
Introductory seminar on North-South economic challenges	1	10	1	15
Workshop on effective speaking	2	35	—	—
Workshop on public speaking	2	34	2	35
Workshop on negotiation and conflict resolution	1	20	—	—
Workshop on chairing multilateral conferences	1	14	2	43
Workshop on the structure, drafting and adoption of United Nations resolutions	4	174	4	157
Workshop on conference diplomacy and multilateral negotiation	3	70	—	—
Seminar on current issues and challenges to the United Nations system	1	27	—	—
Seminar on reforming the United Nations system	1	22	—	—
Seminar on the work of the United Nations Commission on International Trade Law	1	39	—	—
Conference on peacekeeping operations: any typology possible?	1	13	—	—
United Nations/UNITAR Fellowship Programme on International Law	1	24	1	21
Regional Seminar on trade facilitation and trade security	1	17	—	—
Workshop on performing effectively in multilateral conferences and diplomacy	1	201	—	—
Orientation course for new members of Permanent Missions on the work of the United Nations	1	56	1	56
World Intellectual Property Organization/UNITAR seminar on intellectual property	1	19	1	23
United Nations University/UNITAR workshop on sustainable development and environmental law issues	1	30	—	—
Workshop on the negotiation of international legal instruments	1	18	1	21
Office of Legal Affairs/UNITAR seminar on the deposit of treaty actions with the Secretary-General and registration of treaties (spring, in English)	1	17	1	20
Office of Legal Affairs/UNITAR seminar on the deposit of treaty actions with the Secretary-General and registration of treaties (spring, in French)	1	21	1	8
Briefing on the Economic and Social Council for members of the Council	1	27	1	28
Dag Hammarskjöld Library/UNITAR workshop on the structure, retrieval and use of United Nations documentation	1	18	1	35

	2006		2007	
	Number of classes	*Number of participants*	*Number of classes*	*Number of participants*
General briefing for new delegates on the work of the General Assembly	1	239	1	174
Special briefings on the Main Committees of the General Assembly	1	266	1	213
Division for Ocean Affairs and the Law of the Sea/UNITAR briefing on developments in ocean affairs and law of the sea	1	40	1	40
Migration series (6 seminars in 2006)	1	366	—	—
Migration series (4 seminars plus 1 course in 2007)	—	—	1	297
Seminar on international trade (2 seminars)	1	84	1	110
Information and communication technology seminars (3 in 2006, 5 in 2007)	1	70	1	254
Peace and security briefing	1	73	1	259
Briefing on the Security Council for members of the Council	1	54	1	46
United Nations University/UNITAR workshop on security and governance issues	1	87	—	—
Seton Hall University seminar on international finance and economics	1	37	—	—
Workshop on media relations	—	—	1	18
Workshop on negotiation strategies and techniques	—	—	1	30
Workshop on chairing meetings	—	—	1	14
Office of the United Nations High Commissioner for Human Rights/UNITAR fellowship programme for students from least developed countries	—	—	1	4
Workshop on elections to United Nations organs	—	—	1	42
Workshop on effective negotiation	—	—	1	23
Orientation seminar	—	—	1	39
Workshop on intellectual property law	—	—	1	12
Office of Legal Affairs/UNITAR seminar on the deposit of treaty actions with the Secretary-General and registration of treaties (fall, in English and French)	2	64	1	31
Total	**54**	**2 471**	**51**	**2 366**